

STRATEGIC MARKETING FOR THE CLOVIS FIRE DEPARTMENT

EXECUTIVE DEVELOPMENT

BY: Micheal D. Despain
Clovis Fire Department
Clovis, California

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ABSTRACT

The fire service has enjoyed a long history of community admiration and support but recent trends have shown that this may no longer hold true. Volatility in the political and economic environments have forced public sector agencies to re-evaluate how they operate and even adopt concepts from the private sector to stay viable. Municipal fire departments must look beyond the traditional methods of service delivery and invest a portion of its resources into marketing itself as a valuable and cost effective service to the community it serves.

The purpose for this research project was to examine the benefits of marketing for the Clovis Fire Department, identify steps necessary in developing a strategic marketing plan and to identify methods by which a marketing plan could be evaluated. Evaluative research methodologies were employed to answer the following questions:

1. What are the benefits of marketing the Clovis Fire Department?
2. What are the elements of a Strategic Marketing Plan?
3. How will the impact of a Marketing Plan be measured/evaluated?

The procedures used to complete this research included a literature review of fire service trade journals and magazines, a series of semi-structured personal interviews, and a survey to a random sample of the population within the City of Clovis (CA).

The general results of the literature review showed there is an industry-wide trend toward marketing in the fire service and that many of the techniques are simply borrowed from those used by the private sector for many years.

The specific results of the survey to the citizens showed that the Clovis Fire Department ranked fairly high in the level of service provided to the community but that the citizens would still like to see a slightly higher level of service. The survey results also showed the percentage of respondents that have utilized the services of the Clovis Fire Department in the past as well as the percentage of respondents that would be interested in participating in the various public education programs that are scheduled for future implementation.

Recommendations were made to the administration of the Clovis Fire Department regarding the development and implementation of a strategic marketing plan. The recommendations included the use of a committee in developing the strategic objectives and individual components of the marketing plan as well as the commissioning of a second survey to the community in three to five years to evaluate the effectiveness of the marketing plan.

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INTRODUCTION

The fire service has enjoyed a long history of community admiration and support but recent trends have shown that this may no longer hold true. Volatility in the political and economic environments have forced public sector agencies to re-evaluate how they operate and even adopt concepts from the private sector to stay viable.

There are very few services traditionally provided by the public sector that are not today provided somewhere by the private sector-and vice versa. Businesses are running public schools and fire departments. Governments are operating professional sports teams and running venture capital funds (Gaebler & Osborne, 1992, p. 43).

Taxpayers have become prudent and demanding consumers of government services.

The introduction of tax reform legislation and campaigns to reinvent government reflect the general dissatisfaction of taxpayers across the nation and the perception that government services are too costly and produce few benefits (Senter, 1997, p. 4).

The fire service is not immune to society's changing perceptions of government. Several authors of fire service literature (Brunacini, 1996; Carter, 1994; Coleman, 1997a; Lavoie, 1994; Smith, 1997) recognize the changing perception of the public toward the fire service and emphasize the need to be pro-active in its efforts to justify or sustain its existence.

Schumacher and Quinsey (1990) explain that our "good guy" image and the inherent nobility of our service is not enough to ensure adequate support from the community anymore, this is why the fire service is being forced to compete for resources, in some cases against the private sector. However,

just like the private sector, the fire service can use proven concepts such as marketing to compete and progress.

A very interesting point to consider is the fact that marketing is not necessarily unheard of in the fire service. It has been involved in public education for many years and has seen the change in behavior of children exposed to fire safety programs in the schools. (Leigh, personal interview, December 20, 1998) Marketing is just another link to the community that we can investigate.

The problem with the Clovis Fire Department is that it does not have a coordinated marketing plan. Although it has been involved in public education for many years and has even tried a few marketing endeavors, there is no long-term plan in which to provide direction. Nor is there a method by which the department can measure the efficiency and effectiveness of its marketing endeavors.

The purpose of this research project was to examine the benefits of marketing for the Clovis Fire Department, to identify the steps necessary to develop a strategic marketing plan and to identify methods by which a marketing plan could be evaluated for its effectiveness.

This research project employed evaluative research methodologies to answer the following questions:

1. What are the benefits of marketing the Clovis Fire Department?
2. What are the elements of a Strategic Marketing Plan?
3. How will the impact of a Marketing Plan be measured/evaluated?

BACKGROUND AND SIGNIFICANCE

The Clovis Fire Department is a medium size municipal fire department located near the eastern edge of the central San Joaquin Valley, California. The department serves a community of

approximately 70,000 people and is one of three departments which serve a larger metropolitan area of over 500,000. The department currently operates three fire stations and one head quarters station, with a new fire station expected to be built within the next year. With a nine percent average increase in emergency calls each year and a corresponding increase in population, the department is in a state of rapid growth. The Clovis Fire Department has attempted to implement a number of public safety programs in an effort to meet the challenges of a community quickly out growing the department's traditional methods of service delivery and to seek increased support from the citizens.

The following are examples of programs that have been implemented over the past few years to directly or indirectly foster better public relations:

1991 - Smoke Detector Program: Engine Companies are assigned to provide smoke detector testing, and installation if necessary, free of charge to all elderly citizens living in the community mobile home parks.

1993 - Fire Department Open House/Pancake Breakfast: A cooperative effort between the Clovis Fire Department and a local civic organization to raise money for fire safety education programs.

1995 - Time to Survive: A comprehensive public education program developed by Firehouse Incorporated, a private for-profit company, and piloted through the Clovis Fire Department.

This program provides Kindergarten through 6th grade life safety education to each elementary school within the city.

1996 - Run Surveys: A program where, by random, one emergency call per day is selected and the reporting party is sent a questionnaire asking for their perceptions regarding the service they were provided by department personnel.

1998 - NFPA 704 Placard Program: Each business that is determined to be a target hazard is asked to allow the department to display a NFPA 704 placard in a conspicuous place on the building. This is used to inform emergency crews of the specific hazards within the structure upon arrival. Incorporated with the wording on the placard is included the department's title in large letters.

All of the listed programs, and many more not listed, impact the public's perceptions of the Clovis Fire Department whether they are intended to or not. Many of the programs within the department are designed with the purpose of fostering public support, but without a measurable goal and a plan by which to attain it, the department is failing to fulfill key components of its mission statement. The mission of the Clovis Fire Department states:

We recognized that our primary mission and highest priority is to protect the lives and property of the inhabitants of the City of Clovis from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions created by either man or nature. We will do this by serving our community in the most professional, courteous and efficient manner possible (CFD Policy Manual, 1995, Section 1-1-1).

Clearly stated is the requirement to be "professional, courteous and efficient" in providing service to the community. To fulfill the requirements of the mission statement, the Clovis Fire

Department must develop a plan which provides direction and measurement for each element of its service delivery.

LITERATURE REVIEW

A literature review was performed to identify existing research on the subjects of emergency services marketing, public relations, customer service, strategic planning and marketing strategies for nonprofit and fire service organizations. The literature review involved a search of fire service trade journals and magazines, the Internet, college textbooks, research papers from the National Fire Academy - Learning Resource Center, personal interviews, and books available through the California State University Fresno and National University libraries.

Marketing in the Fire Service

The Merriam Webster's Collegiate Dictionary defines marketing as "the process or technique of promoting, selling and distributing a product or service". (Merriam-Webster, 1993)

Although the concept of marketing has been well established within the private sector for many years, it has been slow in coming for the public sector. "Most organizations, including nonprofit groups and even certain government agencies such as the U.S. Postal Service, now have marketing departments, whether called so or not". (Hotz, 1986, p. 18)

The fire service is slowly realizing that many of its problems can be alleviated by emulating techniques, such as marketing, from the private sector. Coleman (1997a) explains that those in the law enforcement community picked up on the concepts of marketing themselves many years ago and, if you

compare the amount of public support and funding between law enforcement and the fire service, they are now realizing the benefits of using these concepts.

Marketing is not necessarily unheard of in the fire service. It has been involved in public education for many years and seen the change in behavior of children that have been exposed to fire safety programs in the schools. (Leigh, personal interview, December 20, 1998) Marketing is just another link to the community that we can investigate.

Lavoie (1995), after researching methods to help thwart a continuing reduction in support by the community and its politicians, warns that, "If a department is going to be successful in obtaining resources necessary to carry out its missions, it must engage in marketing techniques that are relatively new to us. Citizens of our communities no longer provide unlimited resources without justification" (p. 63).

Several authors (Bruegman, 1994; Brunacini, 1996; Coleman, 1990; St. John, 1994) point out that whether we like it or not, we are already in the business of marketing. Every time we respond to an emergency, conduct a business inspection or stand around outside the fire station, we are marketing ourselves. Hiam (1997) expands this concept even farther by stating, "Everything [italics added] your company does is marketing, in the sense that everything has the potential to influence customers" (p. 26).

Public Perception

Smith (1997) explains that for many years the fire service has taken the customers for granted, primarily because the public's perception was simply "we know they are there, and they will come when we call them" (p. 77). However, the general public is more knowledgeable and critical of the level of service they are being provided. Smith (1997) stresses,

The days of hiding in the fire station and coming out only when called are over. Customers (the public) want to see fire department members out doing something or being somewhere. They are getting fed up with government waste, and they want the best value for their money. They may not know what the best value is, but they still know they want it (Smith, 1997, p. 78).

An interesting perspective is presented by Brunacini (1996) regarding the history of the fire service and how it has invested tremendous amounts of money to improve the technology of the profession, such as equipment, software and hardware, but that a more recent trend has been to invest more time and money into the “skill level, understanding, and overall capabilities of our human resources [italics added].” (Brunacini, 1996, p. 2). Brunacini (1996) and Onieal (1994) highly emphasize the importance of first impressions when the members of an organization interact with the public. An “impression is created and maintained by the direct and indirect impression and feeling the customers develop in response to the appearance, performance, and behavior of our members.” (Brunacini, 1996, p. 53).

Several authors (Brightmire, 1992; Carter, 1994; Drick, 1996; Lavoie, 1995; Shanley, 1995) warn that the fire service must be proactive in its endeavor to influence public perception and to justify its existence.

We in the fire service have been victims of our own modesty for many years.

Unlike our brethren in law enforcement, we have never gone out and sold ourselves to our customers. Common sense tells us that ours is an endeavor worthy of public acclaim.

However, in many communities the fire service is treated like an insurance officer. Local government would just as soon not have us around. However, they feel that they would look

very foolish if there happened to be a fire and there was no fire department (Carter, 1994, p. 20).

To gain a degree of acceptance by the citizens we serve, we must educate those citizens on a continuing basis so that they understand and accept why we exist. They must be educated to the fact that our roles are different from what they once were, and that there are consequences for not addressing the escalating needs of our service” (Lavoie, 1995, p. 60).

As a dramatic example of a method used to educate the community as to the services they provide, Shumacher and Quincy (1990) explained that “many fire departments have changed their monotypic name from Fire Department to Fire & Life Safety, Fire/Rescue or Department of Emergency Services” (p. 50).

Brandewie (1996b) illustrates the length to which her department went to influence public perception when a new “Community Services Sector” was added to their incident command system. The new sector is now responsible for “providing information to victims and neighbors on what the AFD [Austin Fire Department] is doing and why, and how much time they expect it to take to bring the situation under control” (p. 60). “We realized we had to expand our traditional orientation about both the services we provide and when an incident is successfully completed, not when we’re satisfied, but when the citizen is satisfied” (p. 60).

J. N. Schneider (personal interview, January 22, 1999) describes the importance of the fire service changing its focus from strictly operational to customer centered by stating “customer service is absolutely the key to our survival...we cannot afford to think the status quo is good enough.”

Benefits of marketing the fire service

“Marketing can benefit... by improving public image, increasing community support, enhancing public education activities, improving relationships with other organizations and ultimately improving employee moral.” (Senter, 1997, p. 51).

DiPoli (1995), Mooney (1995) and Thomason (1995) each describe how marketing techniques helped to improve their department’s public image, and gave them the credibility needed to secure additional funding for their organization, when traditional methods of acquiring funding were failing to even preserve the status quo.

DiPoli (1995), after finding that scare tactics were not effective in seeking more funding from the community, used a new approach by “...comparing the cost per capita for fire protection and other fire department services to the cost of other forms of insurance, such as a “service contract, which usually costs \$100 to protect a home appliance.” (p. 70). The new method of selling an idea, as opposed to telling, proved to be much more successful. “A reasoned financial campaign and positive marketing can win more goodwill from taxpayers than dire warnings will” (DiPoli, 1995 p. 68).

M. H. Estepp and N. L. Estepp (1987), Mooney (1995) and Senter (1997) explain how improved employee morale can sometimes be a nice by-product of a program designed to create a better department image. Department morale is also boosted especially when the organization is seen in a positive light or openly respected by other fire departments or fire related organizations.

Threats to the fire service

Gordon Graham, a risk manager, attorney and owner of Graham Research Consultants, specializes in civil liability issues for public safety agencies. Speaking at the “E Pluribus Unum” convention in Pacific Grove, California, in 1997, he lists, (a) increased public scrutiny, (b) decreased public confidence, (c) decreased public funding, (d) consolidations and (e) privatization as the top five issues facing the fire service today. (Albertson, 1997)

Several authors (Carter, 1994; Coleman, 1997a; Schumacher and Quinsey, 1990) warn of the competitive nature of those agencies and programs that are also vying for a limited pool of funding and that it is sometimes far too easier to take the money from the fire department than from the other applicants.

I’ve talked to legislators who tell me that they aren’t cutting resources to the fire service to be malevolent. Quite frankly, they’re doing it because the public pressure for improving law enforcement is significantly higher than that to improve fire protection.” (Coleman, 1997a, p. 34).

Coleman (1997a) also warns of changes that, because of limited funding, the demand for increased service and the threat of privatization, “the trend is to try to diversify fire departments into EMS and hazmat instead of a single-focused emergency services (sic). The trend is toward an ‘ampersand organization,’ that is, a Fire & Something Else department”. (Coleman, 1997a, p. 35).

Lawrence Sukay is a 29 year veteran of the fire service, a former Deputy Assistant Chief of the Greensburg Fire Department, and more recently the founder of Advanced Risk Control Technologies. (Giacomo, 1997) Mr. Sukay has taken a controversial lead in the concept of private municipal fire service and presents an impassioned view on the trend of privatization.

In an interview with G. Giacomo (1997), an editor with the California Fire Service, Mr. Sukay summarizes the options to the fire service with regards to privatization.

The bottom line is that privatization is going to be a fact of life. And the fire service needs to become proactive. Our choices are three: we either get on the bus and ride and go wherever the bus is going to take us - and it might take us someplace that we flat out don't want to go. We get on the bus and we drive the bus and we take the bus where we want it to go. Or we stand at the bus stop and we get run over by the bus."

We - meaning the fire service - have to be pro-active, we have to have a strategic plan for where we want to be in five years versus how do we maintain the status quo. We have to take control of our destiny" (Giacomo, 1997).

Threats to a fire service marketing plan

One of the most significant threats but possibly the easiest to correct is the issue of firefighters being resistant to the notion that citizens are customers and that they must be treated as such.

"The fire station becomes a second home to firefighters who spend a third of their lives there, but they often don't know, or care to know, their neighbors. While their professional commitment to the public is never in doubt, firefighters may view non-emergency visits by citizens or assignments to community events as unwelcome intrusions into their private domain and schedule. This attitude has become a luxury that fire departments can no longer afford". (Brandewie. 1996a, p. 64)

Many of the authors (Bruegman, 1994; Church, 1998; Kruse, 1994; Mooney, 1995; Senter, 1997) identified a number of other customers, besides the general public, that should be targets of a

marketing program. Politicians, other (city/county) departments, (city/county) management, other fire agencies and our own firefighters are examples of customers that are often overlooked.

Thomason (1995) stressed the importance of not overlooking our own firefighters. “Our customers aren’t limited to just the citizens, we must also identify our firefighters as customers. Because if our own people don’t buy into the concept, we are destined to fail in this endeavor”

(p. 13).

Schumacher & Quinsey (1990) stressed the importance of getting buy-in from those in the department that have the most contact with the public before they make contact. “Getting firefighters to understand and believe in the department’s basic purpose and mission is critical to marketing success; everyone needs to know, understand and appreciate their individual promotional role, and to be convinced of that role’s importance” (Shumacher and Quincy, 1990, p. 50). “Every employee is an advertisement for the fire department and its quality of service. Personnel can be the fire department’s best or worst marketing tool” (Shumacher and Quincy, 1990, p. 49).

“The membership is still the key to a successful recruitment and marketing program. Each member is a salesperson for the product, the fire service” (Parker, 1992 p.10)

Templeton (1996) and Wallace (1998) explain that sometimes organizations lose focus of where they are going sometimes because of other competing priorities, such as new regulations or just the typical day to day business interruptions, and sometimes the organization loses sight of its objectives simply because it is relying on a plan that is now gathering dust on a shelf. One of the key elements in the success of any program is to secure the goals within the values of the organization.

Templeton (1996) warns of the problems that can be encountered when any program is “person-based” versus “value-based”. Templeton (1996) recounts the story of a customer service

program that was championed by a few key players but when those players left the department, the program suffered. “The lesson here is that programs which are based on a specific person struggle when that person leaves. “Programs that are based in the organization’s fundamental values will survive even massive personnel changes, so long as the values are passed from generation to generation” (p. 60)

Elements of a general strategic plan

Peter Drucker (1974) defines strategic planning as “...the continuous process of making present entrepreneurial decisions systematically and with the greatest knowledge of their futurity; organizing the efforts needed to carry out these decisions; and measuring the results...against the expectations”. (p. 125)

Coleman (1997b) uses the analogy of pole vaulting to simplify the aspects of strategic planning. Coleman (1997b) uses the example of the long run to illustrate the need to plan far ahead (a minimum of five years), the need for timing (taking advantage of opportunities), flexibility (ability to make changes) and upper body strength (department staff), and the ability to let go of the pole (the past) once you clear the bar (goal). (p. 24).

Wallace (1998b) explores ten recognized models for strategic planning: (a) Harvard Policy Model, (b) Strategic Planning Systems, (c) Stakeholder Management Approaches, (d) Content Approaches/Portfolio Methods, (e) Competitive Analysis, (f) Strategic Issue Management, (g) Strategic Negotiations, (h) Logical Incrementalism, (i) Strategic Planning as a Model for Innovation, and (j) Strategic Planning for Public and Nonprofit Organizations.

Wallace (1998b), taking the best aspects of each of these models, developed the “Fire Department Strategic Planning Model” (p. 2) as a system by which to help improve employee retention and productivity within his organization.

Wallace (1998a) developed eleven steps that specifically address the needs of the fire service: (a) identify the organization’s values, (b) planning to plan strategically, (c) selecting a strategic planning process, (d) developing the mission of the organization, (e) creating a philosophy of operations, (f) opportunities and threats, (g) strength and weakness, (h) identifying the strategic issues of the organization, (i) creating strategies for strategic issues, (j) proactive futuring, (k) operational planning from a strategic perspective.

Elements of a marketing plan

One of the first steps in any planning process is research. The National Fire Protection Association (NFPA) Standard Number 1201, entitled “Standard for Developing Fire Protections Services for the Public,” 1994 edition, recommends a continuing program of research and planning for all aspects of the fire department’s activities. Chapter 4-2.2 of NFPA 1201 states: “It shall be directed toward improving and maintaining the efficiency and effectiveness of the fire department and toward maintaining a responsive approach to the community’s changing needs for service” (NFPA 1201, 1994, p. 6).

More specific to the subject of marketing is NFPA Standard 1201, Chapter 12-3.2, which recommends that departments “promote public understanding through active liaison with its various citizens groups, such as the Chamber of Commerce, service clubs, parent-teacher associations, senior

citizens organizations, youth groups, multicultural groups, and neighborhood associations”. (NFPA 1201, 1994, p. 14).

Runnestrand (1994) explains that “the first step in marketing is to identify the specific customers...and analyze what their needs or expectations are ‘or could be’.” (p. 44).

A significant number of authors (Alley, 1995; Boyd, 1997; Buchan et al., 1994; Burch, 1994; Goss, 1997; Mack, 1998) stress the importance of conducting primary research, such as surveys, to determine what are the customer’s needs and expectations.

Mack (1998) stressed the importance of surveying the community, and not just your organization, because perceptions can be dangerously different. The results of a survey his organization conducted showed the department’s top areas in need of improvement were employee morale and public relations, while the public’s top issues were the need for better fire department visibility and people skills. An interesting note is that the public listed fire department public relations as very low and employee morale did not even make it on their list.

Templeton (1996) listed the following examples as criteria that customers are looking for in their fire department: (a) reliability: the consistency and dependability of your performance, (b) responsiveness: your willingness or readiness to provide service, (c) competence: having the required skills and knowledge, (d) access: the organization’s approachability and ease of contact, (e) courtesy: politeness, respect and friendliness, (f) communication: keeping customers informed in terms they understand, (g) credibility: trustworthiness, believability, honesty and having the customer’s best interest at heart, (h) security: freedom from danger, (i) understanding: working to know the customer’s needs, (j) tangibles: the physical evidence of service, such as the upkeep of the buildings, the appearance of personnel, the condition of tools and the treatment of other customers.

Several authors (Boyd, 1997; Holt, 1997; Wallace, 1998b) list the next important, and often overlooked, steps as; developing the department's vision, values and mission. These are often very specific and unique to each organization and should reflect the ideals of the entire organization and not just the management.

The State of California, Office of Emergency Services (OES) five-year strategic plan (1997) lists six guiding principles (values), such as the importance of customer service and commitment to the citizens, which it feels are important for the organization to keep in mind as it attempts to fulfill the agency's goals and objectives. Each employee, whether they are in OES headquarters or a distant field office, now knows what core values the organization holds and their responsibility in fulfilling them.

With the vision, values and mission in mind, the organization can then focus on the most important reason for the strategic planning process, the goals and objectives. One of the most important elements of a strategic plan is identifying the goals.

Hewitt (1995) uses the acronym S.M.A.R.T. to describe how goals should be developed for a strategic plan. They should be "Specific, Measurable, Attainable, Realistic, and Time Specific"(p. 160).

Levy (1994) cautions that "objectives should be attainable and demand the marketing organization's best efforts. Unattainable objectives can demoralize organizations members and call forth less than the best use of marketing resources." (p. 117).

Wallace (1998b, 1998c) suggests that departments assess both the Strengths and Weakness of the internal organization as well as the Opportunities and Threats of the external environment before developing or deciding how a plan will be implemented. The implementation stage is where the more operational or tactical plans are made.

Schumacher and Quinsey (1990) explain the importance of understanding the four marketing concepts, even for fire and emergency services, as; (a) price: the cost of fire and emergency services usually funded through some type of tax, (b) product: fire suppression, emergency medical service, fire prevention, fire education, etc., (c) place: services are provided from those positions that allow the more effective and efficient methods of service delivery,

(d) promotion: the public interactions, relations and image that firefighters impart.

Schumacher and Quinsey (1990) also point out that since the price, product and place are often fixed, promotion becomes the most cost-effective element for fire and emergency service agencies to modify.

One of the final steps is to identify an evaluation system, preferably one that can incorporate quantifiable data. “A diligent effort to identify and measure outputs in the form of performance targets will keep the strategic management cycle attentive to community needs.” (Boyd, 1997, p. 122).

J. R. Leigh (personal interview, December 20, 1998) explains how important it is to be able to measure or evaluate a program to prove the cost is worth the benefit. Leigh (1998) gave an account of how difficult it was to begin a pilot fire education program in the local elementary schools because the school administrators were wanting to see what the program’s goals and objectives were, in addition to how he was going to measure the effectiveness of the program. Leigh (1998) explains that it is “hard to justify your need for resources when you can’t even explain to them how you will prove your project will be successful and to what degree.”

The last step in any strategic plan and/or program should be evaluation. Many authors (Levy, 1994; Wallace, 1998; Kotler, et al., 1987) explain how the evaluation process is not only the time at the

end when the success or failure of the program is assessed but should also be a continuous process throughout the course.

Wallace (1998) emphasizes that since a long-term plan is only as good as the information that is available at the time the plan is made, any new information could create the need to modify the plan before it is completed. Hewitt (1995) describes a good long-term strategic plan as a living document, always in a process of change.

PROCEDURES

The research project employed evaluative research methodologies to examine the current trends and benefits of marketing in the fire service, identify the elements of both general strategic and specific marketing plans, and identify how the impact of a marketing plan can be measure or evaluated. The procedures employed in this project include a literature review, a series of semi-structured personal interviews, and a survey to a random sample of the population within the City of Clovis (CA).

Literature Review

The literature review as initiated at the National Fire Academy. Subsequent research was conducted at California State University Fresno and at National University. An extensive amount of information was found in many of the very recent fire service trade journals which seems to indicate a definite industry-wide trend toward marketing and customer service programs. A review of NFPA

1201 standards provided a surprising amount of information on the key elements of fire service marketing, although the word marketing is not used to describe the various recommended activities.

Interviews

A semi-structured interview was conducted with John R. Leigh, a Fire Engineer and nine year veteran of the Clovis Fire Department (CA), on December 20, 1998, at the CFD Fire Station 32. Engineer Leigh was the original coordinator for the “Time to Survive” program that was piloted in the Clovis Unified School District in 1995.

The purpose for the interview was to gather background information on the Time to Survive program since it was one of the first large scale public education programs implemented in the state and also a significant step into the community for the department. The interview lasted approximately 45 minutes and the results of the interview are summarized in the Background and Significance, and the Literature Review sections of this report. A copy of the interview questions can be found in Appendix B.

A semi-structured interview was also conducted with James N. Schneider, the Fire Chief for the Clovis Fire Department and a 27 year veteran of the fire service, on January 22, 1999, at the CFD Headquarters. During his tenure with the Clovis Fire Department, Chief Schneider has implemented a number of programs in an effort to create a better public image and foster better public relations.

Chief Schneider presented a plan to make customer service an administrative program and, upon the opening of the department’s fourth station, assign it to an engine company. The interview

lasted approximately 45 minutes and the results of the interview are summarized in the Literature Review and the Assumptions and Limitations section of this report.

A copy of the interview questions can be found in Appendix B.

Citizen Survey

One of the most valuable results of this report was the statistical data acquired by conducting primary research on the general perceptions of the citizens of Clovis. A two page, seven question, survey was prepared and approved for distribution after review by the Fire Chief and City Manager. A random selection of 1300 names were acquired from the city finance department's water bill data base. This method of selection ensured a random sample of all residents of Clovis, over the age of 18, and excluding only a small population that live in the larger apartment complexes and aren't billed individually. The two-page questionnaire with a self-addressed stamped envelope was enclosed in each mailing. The surveys were released on November 20, 1998 and tallied on January 20, 1999, with 483 (or 37%) of the citizens responding.

The survey consisted of seven questions with a section at the end for any comments or suggestions on how the department could improve its level of service. Questions #1 and #2 utilized a Likert scale of one to ten, ten being the best, as a method to measure or categorize the citizen's perceptions of the department's current level of service and the level they would like to see provided. Sample criteria such as level of professionalism, employee performance and response time were listed along the top of the Likert scales to help the citizens in evaluating the level of service they felt they were currently provided or wished to see provided. These two questions were used to establish a

quantifiable measurement for the level of service the department currently provides and a second measurement for the level that the citizens would like the department to provide.

Question #3 asked for the number of adults in the household that are trained in Cardio-Pulmonary Resuscitation (CPR) and provided a box where the respondent could write in the number. The Clovis Fire Department recently started providing free CPR classes to the citizens. With the benchmark data provided by this survey, the department could evaluate the program's success by any measured change detected in subsequent surveys to the citizens.

Question #4 solicited a yes or no response and asked if any members of the household would be interested in free CPR classes offered by the fire department. This question was included to determine the current level of interest in a free CPR program before a significant amount of time and resources are committed to the program.

Questions #5a, #5b and #5c solicited a yes or no response. Question #5a asked if the respondent would be interested in attending a fire station open house. The department currently conducts a Open House/Pancake Breakfast each year during Fire Prevention Week. This question was utilized to find out how important this program was to the citizens and help justify the costs associated with the event to the fire administration.

Question #5b asked if the respondent would be interested in participating in a Citizen's Fire Academy. Citizen Fire Academies are a recent trend in the fire service and a program the Clovis Fire Department is considering for implementation. This question was utilized to determine the level of interest before a significant amount of time and resources are committed to the program.

Question #5c asked if the respondent would be interested in riding along with the firefighters for the day. The Clovis Fire Department has provided a Ride-Along program for many years but it is seldom utilized by the citizens. This question was utilized to determine the interest in the Ride Along program before a significant amount of time and resources are committed to promoting the program.

Question #6 solicited a yes or no response. Question #6 asked if the respondent or any member of the respondent's household had ever had an emergency that required the assistance of the Clovis Fire Department. This question was utilized to determine the percentage of responses that are based on direct knowledge of the department versus the percentage that are based on indirect knowledge, such as information received from the media or a friend.

Question #7 solicited a yes or no response. Question #7 asked if the respondent maintained a 72 hour supply of food and water for unforeseen emergencies. This question was utilized as an evaluation tool for the department's Emergency Services Coordinator but the statistical data could be used as a benchmark if emergency preparedness education is used in future marketing endeavors.

Due to the size and scope of the survey, inferential statistics were used, however the number of respondents (483) was well above the minimum number (382) necessary to establish a 95% confidence level for a population of approximately 70,000 (Krejcie & Morgan, 1970).

The raw data was tallied and arranged in a frequency table to determine the arithmetic mean of Questions #1 and #2, the raw number for Question #3, and the percentage of yes answers for Questions #4 through #7. The results were then summarized and included in the Results section of this report. A copy of the survey can be found in Appendix A.

Assumptions and Limitations

The original intent for this research projects was to incorporate action research and develop a strategic marketing plan for the Clovis Fire Department. However, after reviewing the literature and conducting an interview with the Fire Chief, it became evident that a key element in any strategic plan is to get buy-in from the organizational members throughout the planning process. This would have been difficult to accomplish with a) the time constraints established for the National Fire Academy - Applied Research Project and b) the desire of Chief Schneider to assign the marketing program to an engine company/committee upon the opening of the new fire station, expected in the next year.

The survey to the citizens of Clovis was written with the intent to query the perceptions of citizens that have received service from the Clovis Fire Department as well as those who have not, because customers and potential customers both play a role in the success or failure of any marketing program. Clearly stated in the opening explanation of the survey is the understanding that they may have never had a need for our service, however we would like their input even if it is simply based on something they have heard or read. Unfortunately, many respondents still did not answer some of the questions. Some respondents would write in the comments section that they have never needed our service and cannot give an opinion. This misunderstanding is possibly due to the small print of the explanation portion of the survey, however the number of respondents still allowed a statistical analysis with results at the 95% confidence level.

Another problem with the survey to the citizens was that some questions asked for a yes or no answer, when a yes box only would have been sufficient. For the purposes of calculating the results, a yes answer was counted as a yes, and either a no answer or a blank answer were not counted.

Lastly, Question #3 asked the respondents to write in the number of adults in the household trained in CPR. Since this information was seeking the percentage of the population trained within the City of Clovis, the total number of survey responses (466) had to be multiplied by the size of the average household (3.86) for Fresno County California (1990, U.S. Census Data). This number was then divided by the number of adults trained in CPR (272) provided by the respondents. Any future surveys should provide a accurate reflection of any change in this percentage due to marketing efforts as long as the same method of calculation is employed.

RESULTS

1. What are the benefits of marketing the Clovis Fire Department?

The literature review provided the majority of information regarding the benefits of marketing in the fire service. Many of the authors have implemented formal marketing plans and individual techniques with various levels of success. In light of the current threats to the fire service, such as privatization, dwindling resources, increased public scrutiny and poor public relations, it is imperative that each agency, including the Clovis Fire Department, look at utilizing some of the marketing concepts that are currently being employed by both for-profit and nonprofit organizations.

According the results of literature review, the immediate benefits of marketing the Clovis Fire Department (one to two years) should include; improved public image, increased community support, and possibly increased funding. The medium to long-term benefits (two to five years) should include; improved relations with other agencies and city departments, an increase in employee morale, a greater

resistance to possible privatization and, most important from the citizen's perspective, an increase in the level of service to the community.

J. N. Schneider (personal interview, January 22, 1999) summarizes the importance of marketing by emphasizing that "customer service is absolutely the key to our survival...we cannot afford to think the status quo is good enough." Thus the most important benefit of marketing for the Clovis Fire Department may be survival.

2. What are the Elements of a Strategic Marketing Plan?

A significant number of authors (Alley, 1995; Boyd, 1997; Buchan et al., 1994; Burch, 1994; Goss, 1997; Mack, 1998), including the National Fire Protection Association, recommend that the first step in any marketing plans is to conduct some type of preliminary research to determine who the customers are and what they want. Runnestrand (1994) explains that "the first step in marketing is to identify the specific customers...and analyze what their needs or expectations are 'or could be'[italics added]." (p. 44). This first step was completed with the commissioning of the survey to the citizens of Clovis.

Several authors (Boyd, 1997; Holt, 1997; Wallace, 1998b) list the next important, and often overlooked, steps as; developing the department's vision, values and mission. These are often very specific and unique to each organization and should reflect the ideals of the entire organization and not just the management. J. N. Schneider (personal interview, January 22, 1999) has initiated this process during the writing of this report by incorporating a number of value and vision statements on many of the formal documents that are published for the citizens, city manger's office and local politicians.

The next element of a marketing plan, and probably the most profound, is determining the goals and objectives. Hewitt (1995) uses the acronym S.M.A.R.T. to describing how goals should be developed for a strategic plan. They should be “Specific, Measurable, Attainable, Realistic, and Time Specific”(p. 160).

Wallace (1998b, 1998c) suggests that departments assess both the Strengths and Weakness of the internal organization as well as the Opportunities and Threats of the external environment before developing or deciding how a plan will be implemented. The implementation stage is where the more operational or tactical plans are made. Schumacher and Quinsey (1990) explain the importance of understanding the four marketing concepts of price, product, place and promotion when developing a marketing plan, with promotion being the most cost effective element for fire agencies to modify. For example, it will be easier for the Clovis Fire Department to promote a better public image than to control the property tax (cost) revenue per capita.

The final element includes a measurement or evaluation of the marketing plan. After three to five years of implementing the marketing strategies that will be developed, it would only be prudent that the program is evaluated for success, or failure, and the degree of such. This subject is discussed further in the results to research question #3.

3. How will the impact of a Marketing Plan be measured/evaluated?

Using J. R. Leigh’s (personal interview, December 20, 1998) example of the problems that he encountered when the fire department was asked to show how its fire education program’s effectiveness was going to be measured is a good illustration of why it is important for the Clovis Fire Department to determine how it will measure the effectiveness of a marketing plan before it is initiated.

The implementation of a marketing plan cannot occur without the acquisition or redirection of additional funding. It is important, in terms of credibility, for the department to be able to show the city administration and the community the positive results of spending money on somewhat untraditional program. For this reason, a survey was sent to a random sample of the city's population to gather a baseline or benchmark measurement of their needs and expectations.

The following is the results of the citizen's survey and the interpretation of the data.

Survey Question #1.

On a scale of 1 to 10, what level of service do you feel the Clovis Fire Department presently provides to the community?

The results of the survey show that the citizens feel the Clovis Fire Department's level of service is currently a (9.0).

Survey Question #2.

On a scale of 1 to 10, what level of service would you like to see provided by the Clovis Fire Department?

The results of the survey show that the citizens would like the Clovis Fire Department provide level of service of (9.7).

The significance of this data is two fold. First of all, after approximately three to five years of marketing, the department can redistribute this same survey and track any change in the level of service.

If the citizens rate future performance at a (9.5), then one could assume this is a result of the marketing plan.

Secondly, it is interesting to note that the department received a high preliminary score (9.0). If one considers, that because of amelioration, it is highly unlikely that the department can ever achieve a perfect (10) on such a survey, the score the department received and the score the department should attempt to reach is not that expansive in difference. Therefore, the Clovis Fire Department has the advantage of already enjoying some measure of positive public image and reasonable goal should not be that difficult to achieve.

Survey Question #3.

How many adults in the household are trained in Cardio-Pulmonary Resuscitation (CPR)?

The results of the survey show that approximately 16.3% of the citizens of Clovis are, or have been, trained in CPR.

The significance of this percentage is that after implementing a number of marketing programs, especially promoting the free CPR training classes offered through the fire department, the percentage should show an increase after a reasonable period of time.

Survey Question #4.

Would you or another member of the family be interested in attending free Cardio-Pulmonary Resuscitation (CPR) classes through the Clovis Fire Department?

The results of the survey show that 62% of the respondents were interested in participating in CPR training through the fire department. This information allows the fire administration to justify the funneling of additional resources to this program.

Survey Question #5.

Would you be interested in learning more about the Clovis Fire Department by participating in one of the following activities:

- a. Attending an Open House Yes = 57%
- b. Participating in a Citizen's Academy Yes = 35%
- c. Riding along with the firefighters for the day Yes = 40%

The results of this information will allow the committee that develops the specific marketing programs to evaluate which specific programs the citizens are the most interested.

Survey Question #6.

Have you, or another member of the household, ever had an emergency that required the assistance of the Clovis Fire Department?

Results of the survey show that 29% of the respondents have direct knowledge of the performance and level of service provided by the Clovis Fire Department. It also shows that marketing programs that have been or will be incorporated into the department's day to day emergency responses will affect (on average) less than 1/3 of the sample population. Therefore, particular attention should be placed on the non-emergency functions of the department, such as fire prevention, business inspections and public education as mediums for marketing.

Survey Question #7.

Does your household maintain at least a 72 hour supply of food and water for unforeseen emergencies?

The results of the survey show a very impressive 70% of the respondents are prepared with a 72 hour supply of food and water. This number is not only impressive as compared to the rough estimations made by the author prior to the survey, it is also valuable in that future emergency planning resources can now be redirected to other areas of vulnerability such as the local businesses.

A copy of the survey and the corresponding results can be found in Appendix A.

The last step in any strategic plan and/or program should be evaluation. Many authors (Levy, 1994; Wallace, 1998; Kotler, et al., 1987) explain how the evaluation process is not only the time at the end when the success or failure of the program is assessed but should also be a continuous process throughout the course. Wallace (1998) emphasizes that a long-term plan is only as good as the information that is available at the time the plan is made and any new information could create the need to modify the plan before it is completed. Hewitt (1995) describes a good long-term strategic plan as a living document, always in a process of change.

Approximately three to five years after a marketing plan is developed and implemented, a follow up survey can be distributed and tallied to chart the progress, if any, of the marketing program.

DISCUSSION

The results of the literature review clarifies that the concept of marketing is not new to the fire service, the word “marketing” has just not traditionally been used to describe the organization’s activities. Many of the concepts that are currently being employed by some of the more innovative fire service and nonprofit organizations may seem a bit foreign but they are definitely part of an industry-wide trend.

Some departments may be apprehensive in implementing a marketing plan because of conflicting financial or organizational priorities but it is important to remember that marketing is an investment that pays dividends based on its effectiveness. The more you invest in marketing the organization, the more benefits will be realized down the road.

The fire service needs to redesign its method of service delivery from the perspective of the customer, and the only way to do this is to find out what the customer wants. There are many ways to find out what the customer wants but regardless of the method, the results should be quantifiable. The results should be arranged in a manner that allows easy evaluation of any change that may or may not have been caused by the organization’s actions.

Once the organization knows what the customer wants, it can develop the specific steps or marketing techniques it feels will best satisfy its objectives. This can be a daunting project and should be developed with as much participation from each level of the organization as reasonably possible. The key to this portion of the marketing program is “buy-in” and it is important because most of the techniques that will likely be employed will require the support of even the newest firefighters. Without their support, the plan will not survive.

Finally, for many organizations the thought of another program stacked on a plate that is already full with the day to day responsibilities of an understaffed and underfunded organization may be overwhelming but it is important to remember that marketing is a means to an end. Therefore, with the use of proven marketing concepts, the organization may be able to solve the problems associated with being understaffed and underfunded.

The results of the survey show that the Clovis Fire Department is already performing at a distinguished level but the citizens still want to see that level raised. By incorporating many of the marketing techniques already employed by a number of other fire service agencies, the Clovis Fire Department should be able to attain the level of performance desired by the public as well as achieve it in most efficient and effective manner possible.

RECOMMENDATIONS

Based on the information acquired from the literature review, the personal interviews, and the results of the survey of the citizens, the following recommendations are offered as a guide to the Clovis Fire Department in the development and implementation of a strategic marketing plan.

1. Assign the responsibility of marketing the CFD as an administrative program to an engine company upon the opening of Fire Station 34 (As per direction of the Fire Chief). However, prior to this assignment, determine the company officer that will take the assignment and allow him or her to conduct adequate research on the subject. Sending this individual to research marketing techniques used by other fire service agencies might provide a valuable resource.

2. Under the chair of the company officer, develop an ad hoc committee representing a cross section of all members of the department, i.e. one administration representative, one association representative, one representative from each rank..
3. Develop a list of goals and specific objectives for marketing the department, clarifying the role each member will play in the process. For example, the five year goal of the Clovis Fire Department might be to attain a level of service ranking of (9.5) or (9.7) on a scale of one to ten. Realizing, of course, that a goal of a perfect 10 would be too difficult if not impossible to achieve, and a goal of (9.0) or below would require nothing more than the status quo.
4. Use the citizen survey results as a benchmark for determine those programs that most interest the citizens and can be implemented in a cost effective manner.
5. Allow and encourage some creativity in developing individual marketing techniques, taking advantage of untapped talent within the organization.
6. Re-evaluate the program anytime new information is received that may impact its effectiveness.
7. Put the plan in writing.
8. The final step is to evaluate the effectiveness of the marketing program in approximately three to five years. The easiest method would be to re-distribute copies of the original survey to the citizens and analyze the data for any change.

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APPENDIX A

Citizen Survey

Dear Citizen of Clovis,

We realize that at times we encounter people on the most difficult days of their lives. Perhaps you have had reason to call on our services at one time or another. Then again, maybe you have not had to call on our services and your only knowledge of the Clovis Fire Department is limited to that which you have heard about in the media or from a friend. At the Clovis Fire Department, we are very interested in discovering what the citizens think of our service.

The Clovis Fire Department is committed to providing the community with high quality professional service. By taking a few moments to complete the service questionnaire below, you will provide some valuable feedback as to how we are performing in meeting your needs. All questionnaires are anonymous unless you specify otherwise. A self-addressed stamped envelope is enclosed for your convenience.

1. On a scale of 1 to 10, what level of service do you feel the Clovis Fire Department presently provides to the community?

Unprofessional employees Somewhat professional employees Very professional employees
 Poor response times Adequate response times Excellent response times
 Poor performance Adequate performance Outstanding performance

← 1 2 3 4 5 6 7 8 9 10 →

2. On a scale of 1 to 10, what level of service would you like to see provided by the Clovis Fire Department?

Unprofessional employees Somewhat professional employees Very professional employees
 Poor response times Adequate response times Excellent response times
 Poor performance Adequate performance Outstanding performance

← 1 2 3 4 5 6 7 8 9 10 →

3. How many adults in the household are trained in Cardio-Pulmonary Resuscitation (CPR)?

11

4. Would you or another member(s) of the family be interested in attending free Cardio-Pulmonary Resuscitation (CPR) classes through the Clovis Fire Department? ☐ Yes ☐ No

☐ Yes ☐ No

5. Would you be interested in learning more about the Clovis Fire Department by participating in one or more of the following activities:

- a. Attending an Open House** ☐ Yes ☐ No
- b. Participating in a Citizen's Fire Academy** ☐ Yes ☐ No
- c. Riding along with the firefighters for the day** ☐ Yes ☐ No

6. Have you, or another member of the household, ever had an emergency that required the assistance of the Clovis Fire Department? ☐ Yes ☐ No

☐ Yes ☐ No

7. Does your household maintain at least a 72 hour supply of food and water for unforeseen emergencies?

☐ Yes ☐ No

8. What suggestions would you make to the Clovis Fire Department to better serve the community?

If you have any questions or concerns regarding this survey, please feel free to contact the Clovis Fire Department at 297-2460.

We would like to take this opportunity to thank you for your time and the valuable information you have given us. We are proud of our Fire Department and strive to provide the best service for our community.

Sincerely,

*Jim Schneider, Fire Chief
Clovis Fire Department*

Frequency Table A-1
Citizen Survey Results

Survey Question #1.

On a scale of 1 to 10, what level of service do you feel the Clovis Fire Department presently provides to the community?

Scale	1	2	3	4	5	6	7	8	9	10
Frequency	2	1	1	4	5	19	15	69	114	209
Percentage	0.2	0.2	0.2	0.9	1.1	4.3	3.4	15.7	25.9	47.6
N= 439 Mean = 9.0										

* Note.: Numbers rounded to nearest tenth.

Survey Question #2.

On a scale of 1 to 10, what level of service would you like to see provided by the Clovis Fire Department?

Scale	1	2	3	4	5	6	7	8	9	10
Frequency	0	0	0	0	3	3	6	19	72	363
Percentage	0.0	0.0	0.0	0.0	0.6	0.6	1.3	4.1	15.5	77.9
N= 466 Mean = 9.7										

* Note.: Numbers rounded to nearest tenth.

Survey Question #3.

How many adults in the household are trained in Cardio-Pulmonary Resuscitation (CPR)?

Total number of Adults trained = 272 Percentage = 16.3%

N=466

* Note.: Number of responses (483) was multiplied by (3.46) and divided by the number of adults trained in CPR (272). (3.46) represents the number of people per household per 1990 U.S. Census Data for Fresno County, CA.

Frequency Table A-1

Citizen Survey Results

Survey Question #4.

Would you or another member of the family be interested in attending free Cardio-Pulmonary Resuscitation (CPR) classes through the Clovis Fire Department?

Yes = 297 Percentage = 62%

N= 483

Survey Question #5.

Would you be interested in learning more about the Clovis Fire Department by participating in one of the following activities:

- | | | |
|---|------------------|-------------------------|
| a. Attending an Open House | Yes = 276 | Percentage = 57% |
| b. Participating in a Citizen's Academy | Yes = 168 | Percentage = 35% |
| c. Riding along with the firefighters for the day | Yes = 192 | Percentage = 40% |

N= 483

Survey Question #6.

Have you, or another member of the household, ever had an emergency that required the assistance of the Clovis Fire Department?

Yes = 141 Percentage = 29%

N= 483

Survey Question #7.

Does your household maintain at least a 72 hour supply of food and water for unforeseen emergencies?

Yes = 336 Percentage = 70%

N= 483

Citizen Survey - Comments and Suggestions

Just the idea that the department is seeking this questionnaire speaks well for the staff and management. I believe response times are good and concern is excellent.

None! We had a kitchen fire. Very scary! The Clovis Fire Department responded very quickly, put our fire out, checked out attic, blew out the smoke, checked my husband's burns, etc. They were very efficient, but very caring. Thanks!

When, at separate times, both of my parents became ill, I had encounters with CFD and the paramedics. I was tremendously impressed with their ability, competence, and levels of professionalism. Keep up the great work!

More public exposure - fire safety displays - training - perhaps held at shopping centers, grocery stores block events.

More exposure of the fire department to the citizens.

Until I received this questionnaire, I never gave the fire department much thought. Thankfully, I have never needed the fire department's services. But if I ever need your services, I would expect only the best. I am very interested in the fire academy. I never heard of this service.

Continue to request input from the community.

I have never needed the fire department but I have never heard of anything negative.

As far as I know you're doing a great job, but I have no information to form such an opinion.

Give free home inspections.

Perhaps the CFD could hold classes (for a nominal fee) to businesses in the area in order to certify employees in CPR. Make it a community wide drive to ensure local businesses have CPR trained employees.

When you have your open house, could you send a notice in the mail announcing the date. We missed this years. We have two small boys who would love to go see the fire department and trucks.

You need a better public relations department to get the word out to the public as to what an outstanding fire department we have. Everyone routinely hears/sees what the police department does, but rarely about the fire department.

Make yourselves a bit more noticeable. Of course I know the Clovis FD exists, but I never seem to see or hear from/about you. We've been fortunate to have never needed your services. Maybe public announcements would help people realize who you are.

A more open door policy. Public should be encouraged to drop in at reasonable hours.
Juveniles should be encouraged to drop in. Firefighters should start a big brother type program.
Valuable resource going to waste.

1. Children awareness of safety.
2. Elderly safety - people living at home.
3. Teen-ager program of any kind to keep them busy.

Have more citizen involvement and participation. More young people to get interested in fire dept. activities.

Have more open house days and send flyers to community residents.

We were pleased with the response from the Clovis Fire Department when we called to report a neighbor's home on fire. Because of the quick response the damage to the home was greatly minimized and contained. We are grateful.

The one time that I required the services of the fire dept., I was very pleased at the response time and the care that I received at their hands. Unfortunately, its service that we don't appreciate until we need you. Keep up the great work!

APPENDIX B

**National Fire Academy
Executive Fire Officer Program
Applied Research Project**

Interview Questions

for: John R. Leigh

Fire Engineer and Public Education Specialist

December 20, 1998

1. How did the Life Safety Coalition come about and how did it evolve into the “Time to Survive” fire education program currently being used by the Clovis Fire Department?
2. What process did you have to go through to get the program “Time to Survive” into the Clovis Unified School District?
3. What kind of problems, if any, did you encounter as you developed and implemented the “Time to Survive” program?
4. What are the long-term goals and objectives of the “Time to Survive” program and how were they decided?
5. How is the “Time to Survive” program’s effectiveness evaluated?

**National Fire Academy
Executive Fire Officer Program
Applied Research Project**

Interview Questions

for: James N. Schneider

Fire Chief - Clovis Fire Department

January 22, 1999

1. What is your opinion of marketing in the fire service today?
2. What is your vision for the future of the Clovis Fire Department in regards to marketing?
3. How will you implement this vision?
4. How will you get “buy-in” from the entire department?
5. A marketing plan will most likely require additional or a redirection of funding. How will you solve this issue and do you have the support of the City Manager?
6. What are some of the marketing ideas or techniques you have in mind already?